

# Section 912(c) Study Status Report

## *Recruiting, Developing, Rewarding and Retaining Technology Leaders*



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# **PROBLEM**

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Best Technical Workers:

Demand ↑

Supply ↓

## **BACKGROUND**

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**PURPOSE:** *This study will examine policies that might be employed to ensure the Department's access to the highest quality science and engineering workforce.*

**PRODUCT:** *[Provide] an implementation plan, including proposed legislation or waiver proposals, and timelines...based on analysis of issues in recruiting, developing, rewarding and retaining technology leaders.*

Technology Leaders  
Senior Study Group Charter  
22 September 1998

## **BACKGROUND**

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- o FY98 Defense Authorization, Section 912(c)
  - Titled: “Implementation Plan to Streamline and Improve Acquisition Organizations”
  - Called for report by 1 April 98: “a plan to streamline the acquisition organizations, workforce and infrastructure”
  
- o SECDEF Report to Congress, 1 April 98 commits to a number of studies, in following categories:
  - Increase Acquisition Workforce Education and Training
    - o Recruit, Develop and Retain Technology Leaders
  - Restructure Research, Development, and Test
  - Restructure Sustainment
  - Move to Integrated, Paper-Less Acquisition

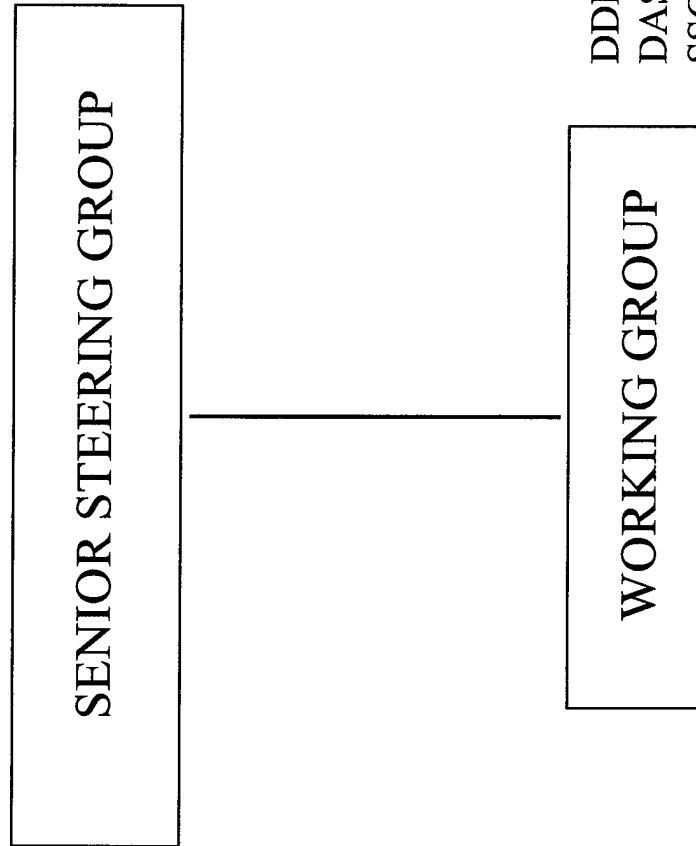
## **PREVIEW**

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- o Study Structures Established
- o Workshop Convened
- o Report Drafted with Alternatives Suggested:
  - Permanent Personnel
  - Non-Permanent Personnel
- o Results Already Used to Shape Legislative Proposals
- o Next Steps:
  - Coordinate Report, Execute Action Items

# STRUCTURE

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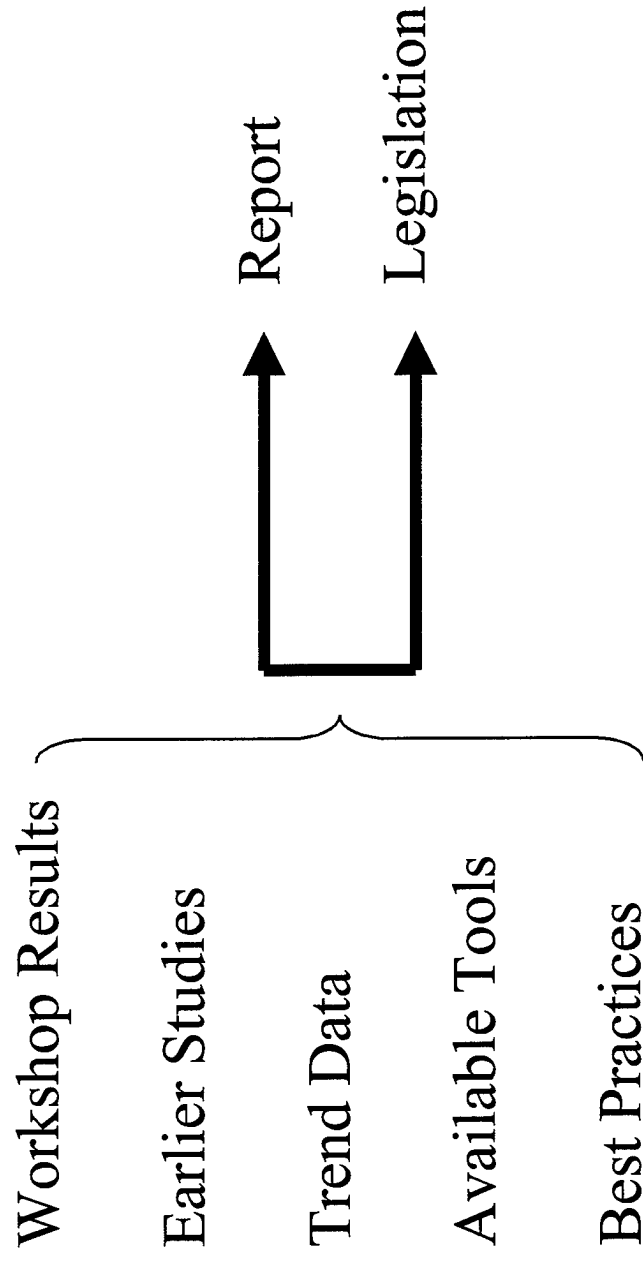


USD(AT&L), CO-CHAIR  
USD(P&R), CO-CHAIR  
USD(C)  
DDR&E  
ASD(FMP)  
DTSEE now DOT&E  
SOCAE  
SAEs  
ASA(MRA)  
ASN(MRA)  
SAF(MI)

DDDR&E(LM&TT) now DUSD(S&T)PP, CO-CHAIR  
DASD(CPP), CO-CHAIR  
SSG NOMINEES (OSD + EACH MILDEP)

# PROCESS

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## **WORKSHOP**

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- o “DoD Technology Leaders of the Future”

- Mechanism for identifying issues and discovering options used by others
- 3-4 Dec 98, Alexandria VA
- Chairs: Dr Lance Davis/DDDR&E(LM&TT),  
Dr Diane Disney/DASD(CPP)

- o Four structured sessions related to:

- Quality
- Development
- Recruitment
- Retention and Reward

- o 87 Participants

- 13 Industry
- 10 Other Government
- 9 Academia
- 55 DoD



# EXAMPLES

## WORKSHOP RESULTS

<div> <input checked="" type="checkbox"/> <b>Quality</b> </div> <ul style="list-style-type: none"> <li>-Use Surveys</li> <li>-Establish External Peer Reviews</li> <li>-Conduct 360 Degree Appraisals</li> <li>-Track Metrics</li> </ul>	<div> <b>Recruitment</b> </div> <ul style="list-style-type: none"> <li>-Permit On-The-Spot Hiring</li> <li>-Provide Competitive Compensation</li> <li>-Increase 'Fly-Before-Buy' Programs</li> <li><input checked="" type="checkbox"/> -Use Hiring Bonuses</li> <li><input checked="" type="checkbox"/> -Improve Processes</li> </ul>
<div> <b>Development</b> </div> <ul style="list-style-type: none"> <li>-Improve Mentoring</li> <li><input checked="" type="checkbox"/> -Do Continuous Training</li> <li><input checked="" type="checkbox"/> -Foster Professional Growth</li> <li>-Assess Individual Needs</li> <li>-View as Investment Not Cost</li> </ul>	<div> <b>Retention and Reward</b> </div> <ul style="list-style-type: none"> <li>-Provide Competitive Compensation</li> <li><input checked="" type="checkbox"/> -Eliminate High-Grade Controls</li> <li><input checked="" type="checkbox"/> -Link Pay to Performance</li> <li><input checked="" type="checkbox"/> -Improve Workforce Shaping Tools</li> <li>-ID and Recognize Top Performers</li> <li>-Provide Challenging Work</li> </ul>

☒ *Significant Efforts Underway or Achieved*

# **REPORT**

## **HIGH LIGHTS**

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*Draft (not yet coordinated)*

### **o Permanent Workforce:**

- Continue personnel demonstrations and pilots, propagate best practices
- Engage independent, outside organization(s) to coordinate design of separate personnel system for scientists and engineers (S&Es)
- Consider alternative governance models (e.g., government corporations, Government-Owned Contractor-Operated or Federally Funded Research and Development Center)

### **o Non-Permanent Workforce:**

- Establish Commercial Intergovernmental Personnel Act (IPA)
- Expand DARPA Experimental Personnel Pilot to labs

## LEGISLATION

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- o ‘Recent’ Defense Authorization statutes that help
  - FY95 s.342 Personnel Demonstrations -FY99 s.246 Partnering Pilots
  - FY00 s.245 Workforce Pilots -FY00 s.1109 High-Grade Controls
- o Initiatives worked but not being considered for FY01
  - Scientist and Engineer Excepted Service
  - Scientist and Engineer Pilot Personnel Program
  - Civil Service Recruitment and Retention Act 2000 (‘Bonuses’)
  - Commercial Intergovernmental Personnel Act
- o Initiatives Congress is considering for FY01
  - DARPA Experimental Personnel Pilot Program for Labs
  - DoD Civil Service Workforce Realignment Act 2000 (‘VERA/VSIP’)
  - Clarification of Demonstration Authority (*appeal pending*)

## **SASC FY01 PROPOSAL**

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- o Clarification of S&T Personnel Demonstration Authority (S.1114)

*“Notwithstanding any..law, the director of the [demo] laboratory is authorized to appoint individuals....and to fix compensation....without the review or approval of any official or agency other than the Under Secretary [AT&L].”*

- o OUSD(P&R) drafted an appeal:

- Usurps SECDEF, Service Secretaries' Authority to manage workforce
- Potential to pay lab employees more than SECDEF or Congress
- Veteran's Preference, Equal Opportunity and Merit System Principles at-risk
- Possible labor conflicts over negotiable hiring and compensation
- Change would have cost impacts beyond labs
- Disrupts ongoing personnel demonstrations (reporting and analysis)

## **NEXT STEPS**

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- o Coordinate Report (target date: 30 Sept 00)

- o Execute Report Recommendations

or

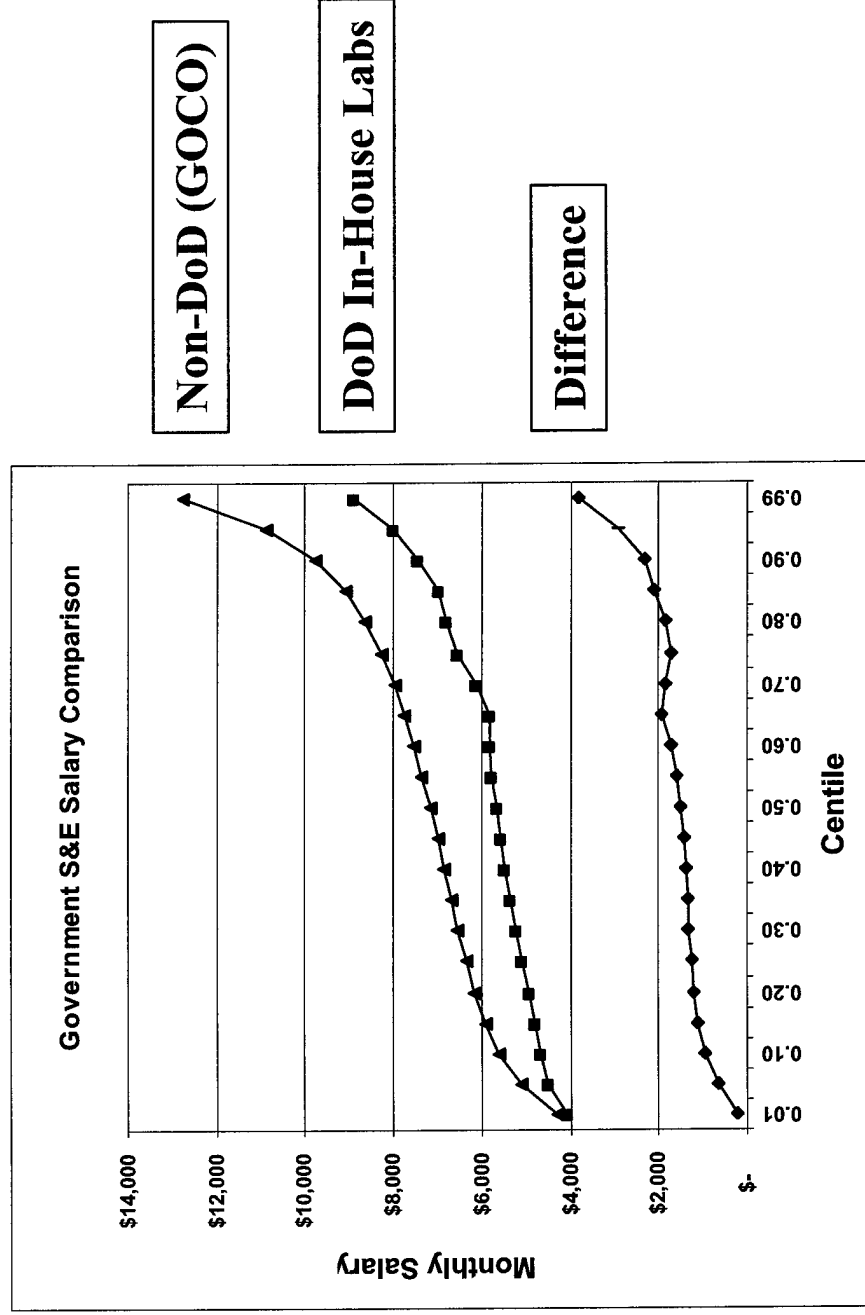
- o Suspend Report Coordination

- o Transition Efforts to Acquisition 2005 Taskforce

- o Expand Taskforce Charter and Roster as Required

# PAY ISSUE GOVERNMENT FUNDED LABS DOING LIKE WORK 1998

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Source: LLNL FY 1999 Salary Program Guidelines